

Executive Registry

71-56724

21-5672
650

16 November 1971

AGENDA FOR DCI'S MEETING WITH INFORMATION SERVICES DIVISION

AUDITORIUM, 1000, 17 NOVEMBER 1971

1. 0945. Audience seated (all available ISD personnel, RMO's of CS components, representatives from OTR, CI Staff, IP Board, IG).
2. 1000. DCI arrives. Joins DDP and ADDP on podium.
3. 1005. Introduction of DCI by [redacted], C/ISD. 25X1A
4. 1006 - 1015. DCI presents Length-of-Service certificates to 35 ISD personnel, introduced by [redacted] ISD/DIP. 25X1A
5. 1015 - 1035. DCI's remarks, and questions thereafter.

DO level one has reviewed

DEC 1

SECRET

I HAVE THREE REASONS FOR MEETING WITH YOU TODAY:

- TO RECOGNIZE THE IMPORTANCE OF YOUR CONTRIBUTION TO OUR GOVERNMENT. *(the Agency and to)*
- TO ~~URGE YOU NOT JUST~~ *(encourage)* TO KEEP UP YOUR GOOD WORK, ~~BUT TO TRY TO DO EVEN BETTER.~~ *(the improve on it)*
- TO ANSWER ANY QUESTIONS YOU MAY HAVE.

SOME OF YOU MAY FEEL YOUR WORK IS TAKEN FOR GRANTED. I CAN GIVE YOU MY PERSONAL ASSURANCE THAT THAT IS NOT TRUE. I KNOW WHERE YOU ALL WORK--I WAS DEEPLY INVOLVED IN THE DEVELOPMENT OF YOUR SPACE REQUIREMENTS BEFORE THIS BUILDING WAS BUILT, AND I HAVE BEEN ALL THROUGH YOUR AREA SINCE THAT TIME.

MORE IMPORTANTLY, I KNOW WHAT YOU DO. MY INTEREST IN YOUR WORK GOES BACK A LONG WAY. OUR RECORDS PROBLEMS BEGAN TO REACH A CRISIS STAGE IN THE LATE FIFTIES WHEN, AS CHIEF OF OPERATIONS IN THE CLANDESTINE SERVICE, I SET UP AND CHAIRED THE ~~CSRC~~ *(CSRC)* THE CLANDESTINE SERVICE RECORDS COMMITTEE ~~/~~ TO ESTABLISH RECORDS POLICY.

I WAS CONVINCED THEN, AS I AM NOW, THAT IT WOULD BE HARD TO EXAGGERATE THE IMPORTANCE OF RECORDS TO THE CLANDESTINE MISSION OF THIS AGENCY. WITHOUT THE INFORMATION YOU PROCESS, WITHOUT PROPER PROCESSING

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OF THAT INFORMATION, WE WOULD BE OUT OF BUSINESS. INSTEAD WE HAVE WHAT IS UNDOUBTEDLY THE BEST, THE MOST EFFECTIVE INFORMATION PROCESSING SYSTEM OF ANY INTELLIGENCE SERVICE IN THE WORLD. MUCH OF THE CREDIT FOR THIS GOES TO YOU AND YOUR PREDECESSORS.

THAT IS NOT TO SAY OUR SYSTEM CANNOT BE IMPROVED. WE ARE ALWAYS LOOKING FOR WAYS TO DO THINGS BETTER, MORE QUICKLY, MORE ECONOMICALLY. AND I KNOW YOU TOO ARE ALERT TO IMPROVEMENTS. PROOF OF THIS IS THE NUMBER OF EMPLOYEE SUGGESTIONS YOU HAVE SUBMITTED AND THE NUMBER OF AWARDS YOU HAVE WON OVER THE PAST FIVE YEARS ~~/~~47 AWARDS, TOTALING NEARLY \$4000. ISD LEADERSHIP IS CONSTANTLY AIMING AT IMPROVEMENTS WITHIN THE DIVISION. I KNOW I CAN COUNT ON ALL OF YOU TO GO ON IN THIS SAME FORWARD-LOOKING WAY.

FIFTEEN YEARS AGO WE EMBARKED ON PIONEER MACHINE EFFORTS TO HELP HANDLE CLANDESTINE SERVICE RECORDS. AT THAT TIME SOME ☐ PEOPLE WERE TRYING^{25X1A} TO KEEP UP WITH CLOSE TO 15 MILLION ITEMS IN THE MAIN INDEX. IT WAS ESTIMATED THAT IN TEN YEARS THE WORKLOAD WOULD REQUIRE THREE TIMES AS MANY PEOPLE. BUT EVEN THEN WE HAD PROBLEMS OF SPACE, BUDGET, PERSONNEL CEILINGS ~~/~~JUST AS WE HAVE TODAY ~~/~~AND WE

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COULDN'T ACCEPT SUCH AN INCREASE. SO WE UNDERTOOK TO RATIONALIZE AND MECHANIZE OUR INFORMATION HANDLING PROCEDURES, TO KEEP WHAT WE NEEDED AND BE ABLE TO LOCATE AND RETRIEVE IT PROMPTLY.

FIRST WE DEVELOPED THE DOCUMENT CONTROL SYSTEM FOR CONTROLLING THE FLOW OF PAPER WITHIN THE CLANDESTINE SERVICE. THEN WE DEVISED, WITH IBM, THE
25X1A [] MECHANISM FOR MINIATURIZED STORAGE AND QUICK RETRIEVAL OF A GOOD PART OF OUR VERY LARGE PAPER HOLDINGS. NEXT WE BEGAN TO MECHANIZE OUR 201 SYSTEM. WE ALSO STARTED TO PRODUCE INDEX CARDS FOR FIELD STATIONS, AND DEVELOPED OUR COUNTERINTELLIGENCE COLLATION SYSTEM. SINCE THEN YOU DID A PROTOTYPE OF A MECHANIZED INDEX, AND I AM HAPPY TO LEARN THAT THE PROSPECTS FOR REALIZING THE DREAM OF A MECHANIZED MAIN INDEX IN 1973 SEEM GOOD.

THANKS TO SOME OF YOU HERE TODAY, AND TO OTHERS IN RID AT THE TIME, WE PUT THINGS ON A MUCH SOUNDER BASIS. WE ELIMINATED A LOT OF UNNEEDED PAPER. WE GOT RID OF A LOT OF USELESS INDEX CARDS. WE IMPROVED OUR PROCEDURES, BECAME MORE EFFICIENT IN OUR INFORMATION PROCESSING. TEN YEARS AGO YOUR INDEX SECTION []

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[REDACTED]

WE COULDN'T EXPECT PRODUCTION TO CLIMB INDEFINITELY AT ANYWHERE NEAR THAT RATE. AND IT DIDN'T. BUT IT HAS CLIMBED ~~7~~ TO OVER TWO AND A HALF TIMES WHAT IT WAS IN 1960.

AND INSTEAD OF THE 300% PERSONNEL INCREASE PROJECTED 15 YEARS AGO, YOUR WORK FORCE HAS ACTUALLY DECREASED. FOR THOSE STATISTICALLY MINDED, THE MAIN INDEX HAS BEEN CUT IN HALF, [REDACTED]

25X1

[REDACTED] YOUR PRESENT STAFF [REDACTED] WORK-25X1A
ING WITH THAT BASE, MAKES [REDACTED] COUNTERINTELLIGENCE
CHECKS ANNUALLY. IT DIGESTS 135,000 NEW RECORDS
EVERY YEAR. AND IT PERFORMS A VARIETY OF OTHER FUNCTIONS WHICH HAVE BEEN ADDED SINCE THE MID-FIFTIES.

25X1A

DURING THIS PERIOD THERE HAS BEEN NO LOSS IN QUALITY. THIS IS MOST IMPORTANT. FOR WE ARE JUDGED, AND SHOULD BE JUDGED, MUCH MORE ON QUALITY THAN QUANTITY. ISD IS A BIG, COMPLEX ORGANIZATION OF MANY PARTS, MANY PEOPLE, AND MANY DIFFERENT JOBS. THE QUALITY OF ITS PRODUCT DEPENDS ON ALL OF YOU, WHETHER YOU ARE ANALYZING A DISPATCH FROM THE FIELD, OR MAKING SURE A DOCUMENT IS PROPERLY FILED, OR REPLYING TO A QUERY FROM ANOTHER AGENCY ~~/~~ OR DOING

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Approved For Release 2006/01/03 : CIA-RDP80B01086A000900200003-9

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SECRET

TRIED TO MAKE IMPROVEMENTS, AND I THINK WE HAVE MOVED AHEAD. BRINGING YOU ALL TOGETHER IN A SINGLE DIVISION, AND UPGRADING THAT DIVISION, IS ITSELF A REAL STEP FORWARD. ON A SMALLER SCALE LOTS OF OTHER THINGS HAVE BEEN DONE OR ARE BEING WORKED ON. BUT THERE WILL ALWAYS BE ROOM FOR IMPROVEMENT, AND I LOOK TO YOU TO SUGGEST AND TO BRING ABOUT SUCH IMPROVEMENTS IN ALL YOUR FIELDS—~~C~~OMPUTER PROGRAMS, THE MANAGEMENT OF RECORDS, THE PROCESSING OF INFORMATION.

WE ARE ALSO CONCERNED WITH YOUR GROWTH AS INDIVIDUALS AND YOUR PROGRESS WITHIN THE AGENCY. WE DO WHAT WE CAN TO HELP, BOTH FOR YOUR GOOD AND OURS. FOR AS YOUR CAPABILITIES GROW, THE SUM OF OUR OVERALL CAPABILITIES IS INCREASED. THAT IS WHY TWO OUT OF EVERY THREE AMONG YOU RECEIVE CIA-SPONSORED TRAINING, INTERNAL OR EXTERNAL, EVERY YEAR. AND THIS DOESN'T INCLUDE THOSE AMBITIOUS AND ENERGETIC EMPLOYEES WHO PLUG AWAY ON THEIR OWN, TO QUALIFY IN TYPING, OR COMPLETE A COMPUTER COURSE, OR ACQUIRE A COLLEGE DEGREE.

EVERY YEAR YOU INFUSE GOOD NEW BLOOD INTO OTHER PARTS OF THE CLANDESTINE SERVICE THROUGH YOUR

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PROFESSIONAL TRAINEE PROGRAM AND IN OTHER WAYS.
INCIDENTALLY I'D ADVISE YOU NOT TO UNDERESTIMATE THE
VALUABLE TRAINING AND EXPERIENCE YOU ACQUIRE IN ISD.
YOUNG ISD ALUMNI MOVING INTO OPERATIONAL JOBS IN AREA
DIVISIONS HAVE OFTEN FOUND THAT THEIR BETTER UNDER-
STANDING OF INFORMATION PROCESSING PROCEDURES AND
THEIR GREATER APPRECIATION OF THE IMPORTANCE OF PROPER
RECORDS MANAGEMENT GIVE THEM REAL ADVANTAGES OVER
MANY OF THEIR PEERS.

MANY OF YOU YOUNGER PEOPLE WILL BE HELPING TO
PREPARE THIS AGENCY FOR MOVING INTO THE 21ST CENTURY.
I WON'T BE AROUND THEN BUT, LIKE YOU, I HAVE TO LOOK
AHEAD. I AM TOLD THAT OUR RECORDS EFFORT AT THAT
TIME WILL PRETTY WELL DISPENSE WITH THE MOVEMENT
OF PAPER FROM ONE POINT TO ANOTHER AND RELY INSTEAD
ON DIGITAL OR FACSIMILE DISPLAY OF CENTRALLY HELD
RECORDS RELAYED BY SECURE ELECTRONIC COMMUNICATIONS.
BUT WHATEVER THE SHAPE OF THINGS TO COME, YOUR CON-
TINUING CONSTRUCTIVE AND IMAGINATIVE EFFORTS ARE
ESSENTIAL. NO MATTER HOW GOOD THE MACHINES WE PRODUCE,
WE CANNOT ELIMINATE, WE CANNOT UNDERESTIMATE, THE
HUMAN FACTOR. SO MUCH DEPENDS UPON THE QUALITY OF
THE WORK YOU DO!

IN A REPORT SUBMITTED TO ME EARLIER THIS YEAR
THE STATEMENT IS MADE THAT:

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"THE JOB OF TRANSMITTING INFORMATION FROM ITS PLACE OF ORIGIN TO THE USER, OF CARING FOR IT SUBSEQUENTLY, NOW RANKS IN IMPORTANCE WITH INFORMATION COLLECTION AND INTELLIGENCE PRODUCTION."

I BELIEVE THAT IS A FAIR STATEMENT. IT IS A TRUE MEASURE OF THE VITAL JOB YOU ARE PERFORMING AS YOU ASSEMBLE, PROCESS, AND MAINTAIN A HIGH-QUALITY RECORD OF CLANDESTINE SERVICE OPERATIONS AND INFORMATION.

NOW YOU KNOW WHY I HAVE COME HERE TODAY ~~/~~ TO STRESS THE IMPORTANCE OF THE ROLE YOU PLAY IN THE OVERALL SCHEME OF THINGS, AND TO EXPRESS MY APPRECIATION FOR THE WAY YOU DO IT.

SECRET

1-5420

11 NOV 1971

Excluded from automatic downgrading and declassification
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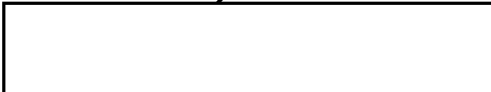
MEMORANDUM FOR: Director of Central Intelligence

SUBJECT : Draft of DCI Talk to Information Services
Division (ISD)

1. In response to your direction to Mr. Stewart and me on 22 October, forwarded herewith is a draft of points you might wish to include in your proposed talk with our ISD personnel.

2. This draft was jointly prepared by IG and ISD officers. Also forwarded for your background information are:

- a. Possible questions you might be asked, with statistics bearing thereon
- b. CSI on ISD Functions
- c. ISI on the Professional Training Program
- d. ISD Organization Chart



25X1A

Thomas H. Karamessines
Deputy Director for Plans

5 Attachments, A/S

cc: DDCI

POSSIBLE QUESTIONS

1. The 5% and 1/10th% of grade cuts
 2. Futures for women [REDACTED] 25X1A
 3. Minority employment [REDACTED] 25X1A
 4. The young employee's future [REDACTED] 25X1A
- 25X1A [REDACTED]

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ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Draft of DCI Talk to Information Services Division (ISD)

FROM:

EXTENSION

NO.

DDP

DATE

TO: (Officer designation, room number, and building)

DATE

OFFICER'S
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

RECEIVED

FORWARDED

1.

DCI
7D6011

2/2 10:00 10/1

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